

SUMMARY GUIDANCE FOR BENCHMARK PERFORMANCE STANDARDS

Performance Attributes	0 – 39%	40 – 64%	65 – 79%	80 – 89%	90 – 100%
Work results	Work not successfully completed	Minimally acceptable work results	Appropriate work results	Work results were accurate, effective and efficient	Exemplary work resulted in maximum impact
Guidance	Failed to follow directions, guidance and procedures	Usually followed guidance and procedures acceptably	Followed guidance and procedures acceptably	Minimal guidance required; brought suggested revisions to supervisor's attention	Guidance rarely, if ever, required
Initiative/ Independence	None	Rarely offered to provide additional support	Offered to provide additional support	Developed proposals for new tasks and activities with input from supervisor	Continuously found new and better ways of performing work
Knowledge	Insufficient technical knowledge/skill	Minimally acceptable knowledge to perform basic responsibilities	Appropriate knowledge to perform basic responsibilities	Superior technical knowledge in all tasks	Exceptional technical knowledge; beyond expectations for position
Quality	Work did not meet minimum specifications	Minimally acceptable quantity/quality of work	Appropriate quantity/quality of work	Consistently above average quantity/quality of work	Exceptional quality; rarely room for improvement; serves as benchmark
Originality	None	Rarely offered suggestions or improvements	Offered suggestions or improvements	Originality and creativity in assignments	Exceptional originality and creativity
Problem solving	Routine problems were not resolved satisfactorily	Routine problems usually resolved	Problems dealt with independently and acceptably	Problems dealt with skillfully and resourcefully	Unforeseen problems solved with dedicated perseverance; conflicts anticipated and avoided through creative alternatives
Communication	Written and oral communications poor and not understandable	Written and oral communications at minimum level of satisfaction	Written and oral communications clear and understandable	Written and oral communications clear, convincing and effective	Complex ideas presented clearly to varied and diverse audiences; desired outcome achieved
Cooperation	Exhibited uncooperative/ Unresponsive behavior	Minimum level of cooperation and responsiveness	Cooperative and responsive	Promoted positive and productive relations	Forged new cooperative relations (internal and external)
Organizational Prestige	Negative impact to organization	Minimum contribution to organization	Positive impact to organization	Increased organizational prestige and recognition	Enhanced world class reputation of organization
Timeliness	Work unacceptably late	Work usually completed with many delays	Work completed with some delay	Work completed by established deadlines	Work often completed early
Leadership	Poor leadership skills; provided no positive direction to staff	Minimum level of leadership skill; minimum specific/some Predetermined goals attained	Appropriate leadership skills; specific/ predetermined Goals attained	Outstanding leadership skills; predetermined goals always attained	Exemplary leadership skills; goals consistently surpassed
Administration	Unable to organize and prioritize work and/or wasted time	Usually organized and set priorities for routine work	Organized and set priorities for routine work	Made appropriate, useful suggestions to improve administrative processes	Derived and implemented improvements in administrative processes
Teamwork	Ineffective in working with others	Minimum ability to work with others	Worked well with others	Contributed positively to group	Initiated suggestions to better group